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8 January 1954

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MEMORANDUM FOR: INSPECTOR GENERAL, CIA

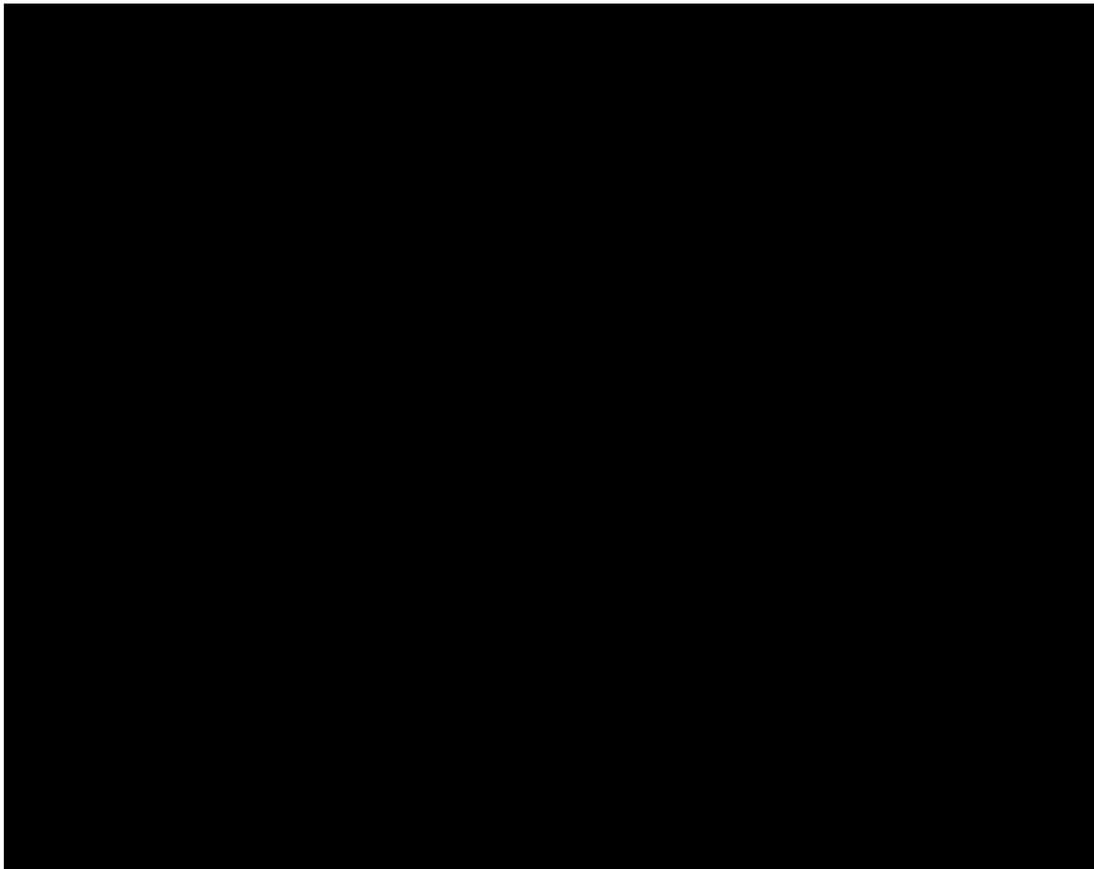
ATTENTION: 

SUBJECT: Request for Information on Training Matters

1. This is in response to your memorandum of 23 November 1953 requesting the replies of this committee to a number of questions having to do with the training of Clandestine Services personnel, in connection with your survey of the Office of Training.

2. Our replies, numbered in accordance with the paragraphing in your memorandum, are as follows:

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2.c. In general, yes, particularly in the last six months. The Office of Training has given evidence of increased flexibility in revising existing courses and, where necessary in creating new ones in response to the requirements of the Clandestine Services. This increased flexibility is undoubtedly due in large part to the additional instructor personnel which OTR has been able to obtain recently.

2.d. No, particularly since the adoption of a more standard procedure for granting exemptions. However, the relative lack of formal requests for exemptions does not guarantee that all personnel who need training are getting it or are scheduled for it. The recent surveys conducted by the Senior Staff Training Officers for their respective areas, requiring a statement of training completed and scheduled for each individual, are serving as a much better yardstick of non-performance in training than do the number of requests for exemption. (A new CSI setting forth policy and procedure for granting waivers and deferments is now awaiting publication.)

2.e. In general no, although the influence of training officers varies by division. Generally divisional training officers have occupied a relatively minor position in the area divisions usually as a part of an administrative branch and often wear "hats" other than as training officers. A new CSI has been drafted by this committee re-stating the functions of divisional training officers in terms of the job actually to be performed. That job goes far beyond the purview of mere scheduling and routine liaison and includes such functions as coordinating and obtaining support for overseas training under the jurisdiction of the Division, providing for systematic on-the-job training, etc. It also points out that training officers should be intimately tied in with operations and thereby implies that the Divisional Training Officers should be located in operations branches rather than within the administrative function. By and large, the training officers are performing the several functions stated but have not had official recognition nor the leeway to exercise the influence needed to do the job effectively.

3.a. Except for the basic courses, which are designed for all professional personnel, the present system relates all required training to specific jobs and a great variety beyond such basic courses exist in the minimum standards for each type of job. Thus the committee feels that there is already enough provision for "selectivity" of students, inherent in this very fact of relating training to the job. It is pointed out, additionally, that selectivity should occur primarily at the time of recruitment rather than at the time of training.

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3.b. More so now than in the past when returnees often felt that an assignment to training was a "morgue" assignment and that they would have to remain in OTR for a minimum of 30 months. In recent months when the prestige of serving in training has been enhanced and since we are told that OTR no longer has a rigid 30 month agreement, assignments to OTR have been regarded as more desirable.

3.c. Since the Clandestine Services Training Committee is now made up of "full-time" Training Officers of the Senior Staffs this question is taken to mean to ask if it would be more desirable to have a central DD/P Staff Training Office than the present system of having a Senior Training Officer for each separate staff. Attempting to take an objective view of its own accomplishment, the committee is convinced that it has been of value as a central coordinating mechanism among the DD/P Staffs with respect to a number of problems of common interest to the Clandestine Services including the formulation and recommendation of training policies, planning, programming, monitoring, setting standards and developing requirements and in acting as a central channel in dealing with OTR. In effect, the committee is acting as an informal DD/P Training Office. Whether this is the best way of getting the job done effectively cannot best be judged by the committee itself. The committee would be very glad to discuss this matter with you at greater length should you so desire.

3. The committee is ready to supplement these written answers by oral discussion of the questions raised or others that might occur.

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Chairman, Clandestine Services Training Committee

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